



# RESOURCE DIRECTORY FOR MUNICIPAL MANAGERS

Existing Supports and Directory of Resources  
to meet your Managerial Needs

December 2006



## Introduction:

### Existing Supports and Resource Directory

The following list of existing supports and resource directory have been compiled to respond to the needs identified in the Municipal Management Needs Assessment Report (MMNA). The MMNA Report was developed through a partnership between MMAH, AMCTO, MFOA and the OMAA and can be found at [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_27327\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_27327_1.html).

Municipalities, professional associations, academic institutions and the ministry of municipal affairs and housing are providing a range of services individually and/or in concert with one another to help ensure that many of the needs identified in the report are met.

In the **first section**, existing supports for each need are listed. The **second section** is a directory which provides a description, contact information and the resources available from relevant organizations.

MMNA consultations confirmed that the following factors are important to municipal managers in terms of how information, advice and training are received:

- **Accessibility** –information should be easy to locate (e.g. on the internet) and training should be offered locally;
- **Timeliness** –information on funding programs, legislation, and impending issues should be available reasonably well in advance of any deadlines so that managers can adopt a planned response;
- **Affordability** –training and travel costs should be kept low so that more staff can participate;
- **Relevance/applicability** –training should focus on providing practical tools and municipal examples of an appropriate size and scope and,
- **Customer Service** –the service provider should be proactive in providing information, advice and training on relevant topics to municipalities.

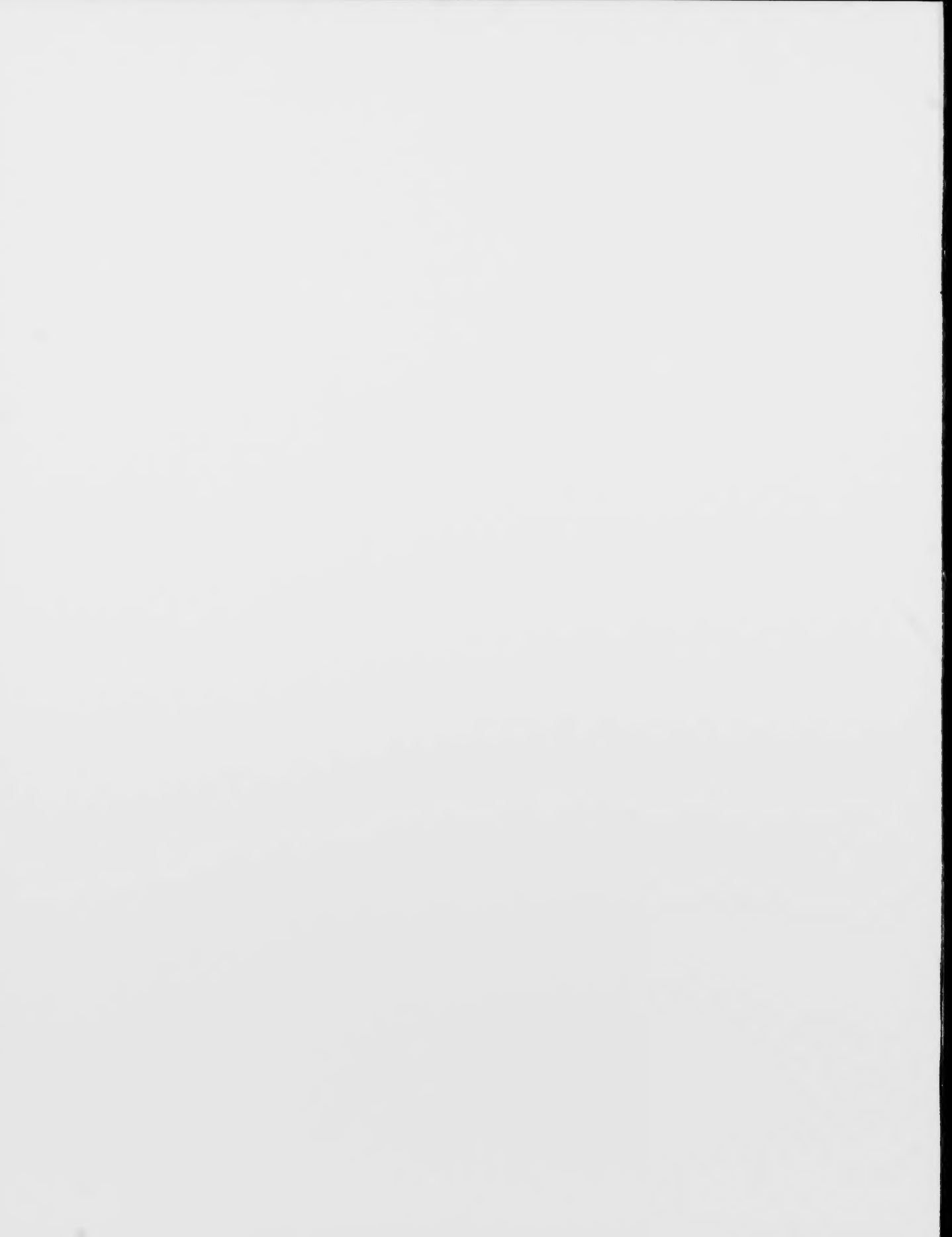
Municipalities may wish to consider and assess these supports with these factors in mind.

While there are hundreds of useful sources available through the internet today, this listing is meant to be a starting point for research on municipal management issues, as well as to increase awareness of the many valuable and diverse organizations dealing with municipal management. Please note that this is not an exhaustive list of all the sources available. However, it does represent a significant list of sources that have been brought to our attention. To let us know how it could be improved, please email us at [mininfo@mah.gov.on.ca](mailto:mininfo@mah.gov.on.ca).

**An online version of this publication is also available at**  
[http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_27309\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_27309_1.html).



## **EXISTING SUPPORTS**



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\* As noted in the Municipal Management Needs Assessment Report, cross-cutting needs are broader needs that cut across each of the three following needs – managing organizational performance, managing people and managing money.

## Acronyms

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<b>AMCTO</b>	Association of Municipal Managers, Clerks and Treasurers of Ontario
<b>AMO</b>	Association of Municipalities of Ontario
<b>CAMA</b>	Canadian Association of Municipal Administrators
<b>CAO</b>	Chief Administrative Officer
<b>CSVA</b>	Canadian Society of Value Analysis
<b>FIR</b>	Financial Information Return
<b>GFOA</b>	Government Finance Officers Associations
<b>HRPAO</b>	Human Resources Professionals Association of Ontario
<b>ICCS</b>	Institute for Citizen-Centred Service
<b>ICMA</b>	International City/County Management Association
<b>IDeA</b>	Improvement and Development Agency
<b>IPAC</b>	Institute of Public Administration of Canada
<b>LGMA</b>	Local Government Management Association of British Columbia
<b>MFOA</b>	Municipal Finance Officers' Association
<b>MISA</b>	Municipal Information Systems Association
<b>MMAH</b>	Ministry of Municipal Affairs and Housing
<b>MMNA</b>	Municipal Management Needs Assessment Report
<b>MPAB</b>	Municipal Performance and Accountability Branch
<b>MPMP</b>	Municipal Performance Measurement Program
<b>MSO</b>	Municipal Services Offices
<b>NQI</b>	National Quality Institute
<b>OCMBP</b>	Ontario Centre for Municipal Best Practices
<b>OGRA</b>	Ontario Good Roads Association
<b>OMAA</b>	Ontario Municipal Administrators' Association
<b>OMBI</b>	Ontario Municipal Benchmarking Initiative
<b>OMHRA</b>	Ontario Municipal Human Resources Association
<b>OMMI</b>	Ontario Municipal Management Institute
<b>OnRAMP</b>	Ontario Regional Area Municipal Portals
<b>OPS</b>	Ontario Public Service
<b>SOLACE</b>	Society of Local Authority Chief Executives and Senior Managers
<b>SOLGM</b>	New Zealand Society of Local Government Managers
<b>UOIT</b>	University of Ontario Institute of Technology
<b>UWO</b>	University of Western Ontario



## EXISTING SUPPORTS FOR CROSS-CUTTING\* NEEDS

**Timely, streamlined access to information on government initiatives that impact municipalities (e.g. alerts about new legislation, sample by-laws etc.)**

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- MMAH introduced OnRAMP in 2005 – five online portals to government resources tailored to the needs of municipalities in each region of Ontario
  - MMAH (MSO) advisory service explains government initiatives especially in relation to the impacts on particular municipal circumstances
  - AMCTO, MFOA and AMO (Municom) websites provide alerts and backgrounders on government initiatives. Associations send out alerts when new information is posted. Associations regularly survey members for sample by-laws, policies, etc., to share with members
  - OGRA website provides news on latest developments on government transportation and public works initiatives
  - Associations have “sample by-law” sections on their websites

### Indicators of effective municipal corporate management

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- The Municipal Management Needs Assessment Report lists indicators of effective municipal corporate management as developed from research on indicators used in other jurisdictions and from interviews with Ontario's municipal managers
  - MMAH (MSO-NW) working with CAO group to develop “well-managed” indicators for Northwestern Ontario municipalities
  - MMAH (MPAB) has conducted research on municipal indicators used in other jurisdictions (available upon request)
  - All municipalities report annually on a standard set of performance measures (MPMP) – In 2007 a MPMP Webtool will be launched which will include MPMP and FIR data for all municipalities
  - ICMA offers *Practices for Effective Local Government Management*

### Advice on how to effectively communicate internally and externally

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- AMCTO offers courses on related subjects – municipal policy writing, report writing and leadership, employee motivation, conflict resolution, customer service, and team dynamics. In addition, AMCTO is completing development of workshops in responsible management techniques, communication skills, and organizational behaviour
  - OGRA offers management courses including, *Supervisory Skills for Transportation and Public Works Training*. Both stress communication skills and coaching for performance
  - OMMI offers a series of soft skills leading towards accreditation including seminars on effective presentations, conducting effective meetings and creative media relations
  - Loyalist College program with Eastern Ontario municipalities and “Management Windsor” includes this subject
  - CAMA offers *The Clarity Kit: Effective Communication for Municipalities*. Contact CAMA for a copy
  - The Service Delivery Review Guide for Managers provides advice on communications around various aspects of service reviews- gaining public input on service outcomes, explaining the purpose of the review and decisions on service changes

\*As noted in the Municipal Management Needs Assessment Report, cross-cutting needs are broader needs that cut across each of the three following needs – managing organizational performance, managing people and managing money.

- ICMA offers *Communications in Local Government: A Business Planning Model*, *Effective Communication: A Local Government Guide* and *Employee Suggestion Programs*
- IDeA offers resources for communications in specific service areas and for elected officials

**Advice on working with council to support effective decision-making – this includes orientation on working in a political environment, and advice to help analyze, prioritize, and communicate policy options for council**

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- AMCTO offers a course on Staff-Council relationships and Municipal Policy Writing. In addition, AMCTO provides a multitude of topic specific discussion forums as well as 'Samples and Examples' sections to its website, to help address member needs in these areas. Workshops include Building Business Cases, Demographics and Strategic Planning
  - OMAA Leadership seminars addressed some of these issues: OMAA Members' Information Exchange serves as a resource for its members to address this need
  - Loyalist College program with Eastern Ontario municipalities and UOIT program with Region of Durham includes this subject
  - Various academic programs contain courses on policy development, communications, etc.
  - MMAH and associations bring CAOs and municipal leaders together to share experiences and best practices in this and other areas
  - MSOs provide advice in this area upon request
  - The Service Delivery Review Guide for Managers provides advice on working with council on municipal service delivery decisions and a separate guide for councillors is also available
  - The Province of British Columbia, the Union of British Columbia Municipalities and the LGMA offer a workshop on sharpening policy skills. Contact LGMA for a copy
  - The UK Society of Local Authority Chief Executives and Senior Managers (SOLACE) does extensive work in this area, including a recent series of products and seminars on *Managing in a Political Environment* – with a handbook of techniques, tools, and processes for working with council, providing leadership, and managing relationships
  - ICMA offers *The Manager as Coach: Increasing the Effectiveness of Elected Officials* which includes coaching strategies for local government managers to foster successful working relationships among elected officials. A sample coaching action plan is included. *Consensus Building: Keys to Success IQ Report* describes levels of consensus and the necessity for trust and shared vision—and how a local government manager can achieve consensus in a community.

**Assistance with addressing management information and communications needs through technology**

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- IT-related partnerships and joint purchasing agreements have been formed between some upper and lower tier municipalities, e.g. District of Muskoka
  - There are companies that specialize in developing IT applications for municipalities. Some of these companies offer applications in partnership with, or endorsed by, specific associations
  - MISA offers membership to municipalities and provides information on latest developments in information technology as well as municipal best practices on the effective use of information technology
  - ICMA offers advisory resources on IT including: *The Paperless Council* - How to use information technology to prepare material for council meetings and make it available to council members and the public, *E-Government InfoPak*, *Information Technology for Local Government: A Practical Guide for Managers*, and *Long-Range Information Technology Plans* which includes sample long-range information technology plans from four local governments

**Assistance with leadership issues for CAOs – this includes assistance to help leaders understand the importance of having a clear sense of destination, knowing how to get there, inspiring others to follow, and having a clear value system**

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- OMAA conferences and Leadership seminars
- AMCTO course on Leadership and Employee Motivation
- OGRA offers management courses that focus on leadership and motivation
- CAMA offers a conferences, a newsletter and e-briefs on local government management and leadership issues
- In many parts of the province, municipal administrators have established regular information sharing meetings (e.g., Dufferin County Municipal Officers' Association, Wellington County CAOs, Northern City Managers as well, groups of municipalities with common issues also serve to provide assistance here, e.g. Regional and Single Tier CAOs group)
- Some academic institutions now offer leadership training – e.g., University of Guelph, York University, as well as OPS (Centre for Leadership and Learning)
- Community Based Leadership programs are in place around the province including "Leadership Waterloo Region," "Leadership Peel," and "Leadership Niagara." The Canadian Community Leadership Network offers links to all Ontario programs
- MMAH and Associations frequently bring CAOs and municipal leaders together through hosting conferences and topical forums to share experiences and best practices in this and other areas
- The LGMA offers a *Guide for New Chief Administrative Officers*, a collection of advice from experienced CAOs.
- The UK Society of Local Authority Chief Executives and Senior Managers (SOLACE) does extensive work in this area, including a recent series of products and seminars on *Managing in a Political Environment* – which has a substantial focus on leadership styles and how to lead
- ICMA has published *Effective Local Government Manager*: 3rd Edition which discusses the leadership role and identifies the competencies and skills required of an effective local government manager

**Assistance in building a solid understanding among municipal staff of the scope and structure of local government**

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- AMCTO's Municipal Administration Program (MAP) provides a recognized and standardized education which can contribute toward CMO certification. AMCTO offers the Municipal Accounting and Finance Program, the Municipal Law program, and the Employment Law and Human Resources for Municipalities Program. All of these programs combine to form the basis of the AMCTO Diploma in Municipal Administration
- MFOA's Finance 101 training for new staff or for managers with financial responsibilities in non-finance departments
- There are a range of academic programs available, e.g. UWO Diploma in Public Administration (DPA) and MPA program; University of Victoria Local Government MPA (distance learning option); upcoming Seneca College undergraduate program in corporate and municipal management (of which AMCTO's Municipal Administration Program is a core requirement); UWO has contracted with the City of Toronto to run the Diploma in Public Administration (DPA) program in-house and is considering an in-house Masters in Public Administration (MPA); Ryerson University offers a certificate and an advanced certificate which lead to a Bachelor of Arts in Public Administration and Governance as well as a Masters in Public Policy and Administration; Carleton University offers a Master of Arts and Diploma in Public Administration; Queen's University offers a Master of Public Administration and Professional Master of Public Administration

## EXISTING SUPPORTS FOR NEEDS IN MANAGING ORGANIZATIONAL PERFORMANCE

### Information, advice, and training on how to monitor, review and improve services – including training on service delivery reviews using municipal operational examples

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- Service Delivery Review and Improvement Program – includes materials widely distributed at conferences and available on the MMAH website: Service Delivery Review guide (with more than 75 service improvement and expenditure management tools and techniques), conference presentations and articles. On-site training and advice is provided to municipalities upon request
- MMAH is collecting municipal Service Improvement Reports and has begun sharing samples of over 200 improvements to date through its website
- MMAH will provide a Municipal Performance Measurement Program/Service Improvement Workshop in five locations across Ontario in Spring 2007
- OCMBP has more than 50 service improvement practices posted
- OGRA posts public works best practices in service delivery online
- MISA Canada shares best practices in IT informally among members
- The Canadian Society of Value Analysis (CSVA) offers membership, training and accreditation in value analysis and value engineering. (The value analysis methodology examines processes in order to improve efficiencies and reduce costs while maintaining client satisfaction.)
- University of Victoria's local government program focuses on these issues
- Alberta's Municipal Excellence Network has more than 200 corporate and service improvement practices posted on their website and these are used in the municipal administration training programs
- Research publications by ICMA, Brookings Institute, Reason Foundation, University of Victoria, Wharton School of Business, Kennedy School of Government address these issues
- InfraGuide offers best practice in such areas as *Developing levels of service*, and *Planning and defining municipal infrastructure needs*
- There are many useful award programs (Canadian and International) that serve as good sources on innovative transferable practices. MMAH has researched these and can make information available
- AMCTO profiles examples of innovative, transferable practices in its Municipal Monitor Magazine. In addition, AMCTO offers educational offerings in Risk Management and is completing development of workshops in Continuous Improvement, Corporate Performance Management, Coordinating Public-Private Partnerships, Strategic Planning and Public Sector Trends
- SOLACE offers a *Diversity and Innovation Report* by Future Work Institute that highlights cases of improvement through innovation and diversity
- ICMA offers publications on the topic: *Quality Management Today: What Local Governments Need to Know* which shows how to adapt quality management techniques to local government needs with case study examples; *Re-Engineering Local Government* explains the principles behind the concept of re-engineering, and provides local government examples

### Information and advice on how to develop and use performance measures as a management tool

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- MMAH will provide a Municipal Performance Measurement Program/Service Improvement Review Workshop in five locations across Ontario in Spring 2007—MMAH (MSO-East) piloted a "101" session on how to develop performance measures and improvement reports in response to client demand
- AMCTO is currently completing development of workshops on Gap analysis, Performance Measurement, and Continuous Improvement
- MFOA performance measurement training

- GFOA offers an *Elected Officials Guide to Performance Measurement* which provides an overview of what performance measurement is and how to develop indicators to evaluate and monitor the effectiveness, efficiency, service quality, and productivity of government programs and services
- The Public Sector Project Management Forum offers a website for information sharing and networking as well as tools and templates including business and communication plans and project charters. Forums are held twice a year to share lessons learned, tools, templates and proven innovative solutions
- IDeA has comprehensive guides on performance management for managers and elected officials
- OMBI
- OCMBP
- MMAH guidebook on developing performance measures
- SDR guide lists several resources on this topic
- Fairfax County, Virginia offers two guides on performance measurement; *Basic Performance Measurement Manual*, and *Advanced Performance Measurement: Managing for Results*
- ICMA offers these resources:
  - Accountability for Performance: Measurement and Monitoring in Local Government* – a guide to assessing local government service quality. Includes case examples
  - Managing for Results: The Key to More Responsive Governments* (3 part video series) - provides the experiences of city and county managers and elected officials measuring performance and managing for results
  - Performance Auditing for Local Government* - discusses the development of performance standards and staffing requirements. Case studies included
  - How Effective are your Community Services? Procedures for Performance Measurement, 3<sup>rd</sup> Edition* - This book brings to life the practical steps necessary to select measures of service quality
  - ICMA Center for Performance Measurement* – provides information to help local governments measure, compare, and improve municipal service delivery

### **Management framework and tools for obtaining and using meaningful citizen input to improve performance**

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- NQI framework is being used to improve customer satisfaction (e.g. Markham, Parry Sound, Peel)
  - AMCTO is currently completing development of workshops in Citizen Engagement and Public Consultation Practices
  - Resources are listed in the Service Delivery Review guide, where this topic is briefly discussed
  - The Institute for Citizen-Centred Service (ICCS) have publications on this topic and offer such resources as the *Common Measurement Tool (CMT)* – a client satisfaction survey instrument, as well as their *Citizen's First* series – a publication on how citizens and clients of the Canadian public sector perceive the services they receive from governments at the municipal, provincial/ territorial and federal levels.
  - Some MPMP measures deal with customer satisfaction (through customer complaints area)
  - Alberta Municipal Excellence Network offers resources on public input including a Toolkit for Municipalities on public input
  - InfraGuide offers best practice for public consultation on infrastructure renewal
  - Small Cities U.S. offers best practices on citizen involvement for municipalities under 50,000



## EXISTING SUPPORTS FOR NEEDS IN MANAGING PEOPLE

**Information and advice to (a) develop effective HR policies, and (b) address strategic HR issues: workforce planning, staff attraction and retention, staff development, staff performance management, succession planning**

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- AMCTO offers Employment Law and Human Resources for Municipalities Certificate Program and has courses on Results-Based Performance Appraisals, Succession Planning, Compensation and Pay Equity Issues and Employee Performance Management
  - OMHRA offers a municipal HR designation, in partnership with OMMI
  - OMHRA members frequently survey their colleagues (via OMHRA) on HR policies and issues
  - The OPS (Centre for Leadership and Learning) continues to conduct extensive research and program development in this area
  - The Conference Board of Canada offers numerous publications and resources on human resource management including such topics as talent management, retention, succession planning and information on latest and future human resource trends in Canada
  - CAMA is setting up a Municipal Learning Resource Network which will link people with learning resources and currently runs a Literacy Program focused on workplace literacy for municipal employees
  - OGRA offers courses on human resource management
  - HRPAA offers CHRP accreditation and offers information resources such as their *HR Professional* publication that feature different topics such as retention and succession planning
  - ICMA offers a report on *Strategic Human Resource Management* which describes the benefits of moving the HR function from personnel administration to a suite of programs that directly contribute to important long-term business objectives. Another product, *Building Teams and Teamwork: A Foundation for Organizational Success* is a workbook that outlines a step-by-step model for recruiting, assessing, and facilitating a high-performance work team. Training Workbook included
  - IDEa offers supports and publications on the topic of human resources such as how good people management improves efficiency

**Information, advice and models to help set up staff development and leadership development programs**

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- York University, Seneca College, University of Guelph, Loyalist College, UOIT all offer programs of this nature for the municipal sector
  - AMCTO is currently offering a Diploma in Municipal Administration to all municipal staff. AMCTO is developing a Management and Leadership Diploma Program (in partnership with educational institutions such as the University of Western Ontario and Seneca College). This Diploma will be launched in September 2007. AMCTO has developed the Municipal Internship Program (in partnership with MMAH).
  - Several municipalities have their own leadership development programs (some in partnership with academic institutions, community organizations, or other municipalities) – e.g., Windsor, London, Durham, Niagara, Toronto, Burlington, and the Loyalist College municipal partnership (i.e., Hastings County, Lennox and Addington, Prince Edward County, Belleville, Quinte West). OMAA and MMAH are profiling some of these programs with CAOs
  - ICMA offers a report called *Building the Leadership Pipeline* which presents case studies of leadership development practices. Another report, *Continuous Learning: A Leadership Challenge*, presents nine management strategies to build a learning-friendly environment and 27 ideas for implementing continuous learning

**Attract interest in employment in the sector, including internship opportunities for recent graduates**

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- AMCTO is developing an internship program in partnership with MMAH. UWO's MPA Local Government Program and other universities are participants
- Seneca College's new Bachelor of Applied Business Degree in Municipal and Corporate Administration includes a co-op work term
- Northern Council of Provincial Senior Managers is discussing with northern senior staff from federal and municipal government this issue in the north and looking for ways to collaboratively address coming skill shortages

## EXISTING SUPPORTS FOR NEEDS IN MANAGING MONEY

### Advice on how to align budget decisions and resource allocations to strategic priorities and service outcomes

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- MFOA offers training on performance based budgeting
- AMCTO's Municipal Accounting and Finance (MAF) program addresses these topics. AMCTO offers educational offerings in Granis, GST, and Capital Budgeting. AMCTO is completing development of a workshop in Financial Control and Management. In addition, AMCTO (in partnership with MFOA) is spearheading the education and training strategy pertaining to the new PSAB/Asset Management regulations
- MMAH has produced a Capital Budgeting Handbook
- The GTA Strategic Planning forum is a useful network for such issues
- GFOA's *Preparing High Quality Budget Documents* has identified 27 specific criteria for assessing the usefulness of budget documents
- ICMA offers *Budgeting for Outcomes: Better Results for the Price of Government and Strategic Budgeting: A Guide to Financial Stability*, which provides a step-by-step guide on the formulation of long-range goals, and the connection between the budget and the goals. ICMA also has available a report, *The Budget as a Communication Tool*, which provides several examples of presentations on resource allocation issues from budget documents of municipalities

### Simple tools to assess financial integrity in a manner that is meaningful to council and the public

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- MMAH offers advisory supports to municipal finance staff regarding provincial legislation and funding programs, financial reporting and municipal financial health
- Credit rating as provided by credit rating agencies
- ICMA has printed its 4<sup>th</sup> edition of *Evaluating Financial Condition*

### Tools for managing with a limited resource base, and training on how to manage spending and achieve efficiencies

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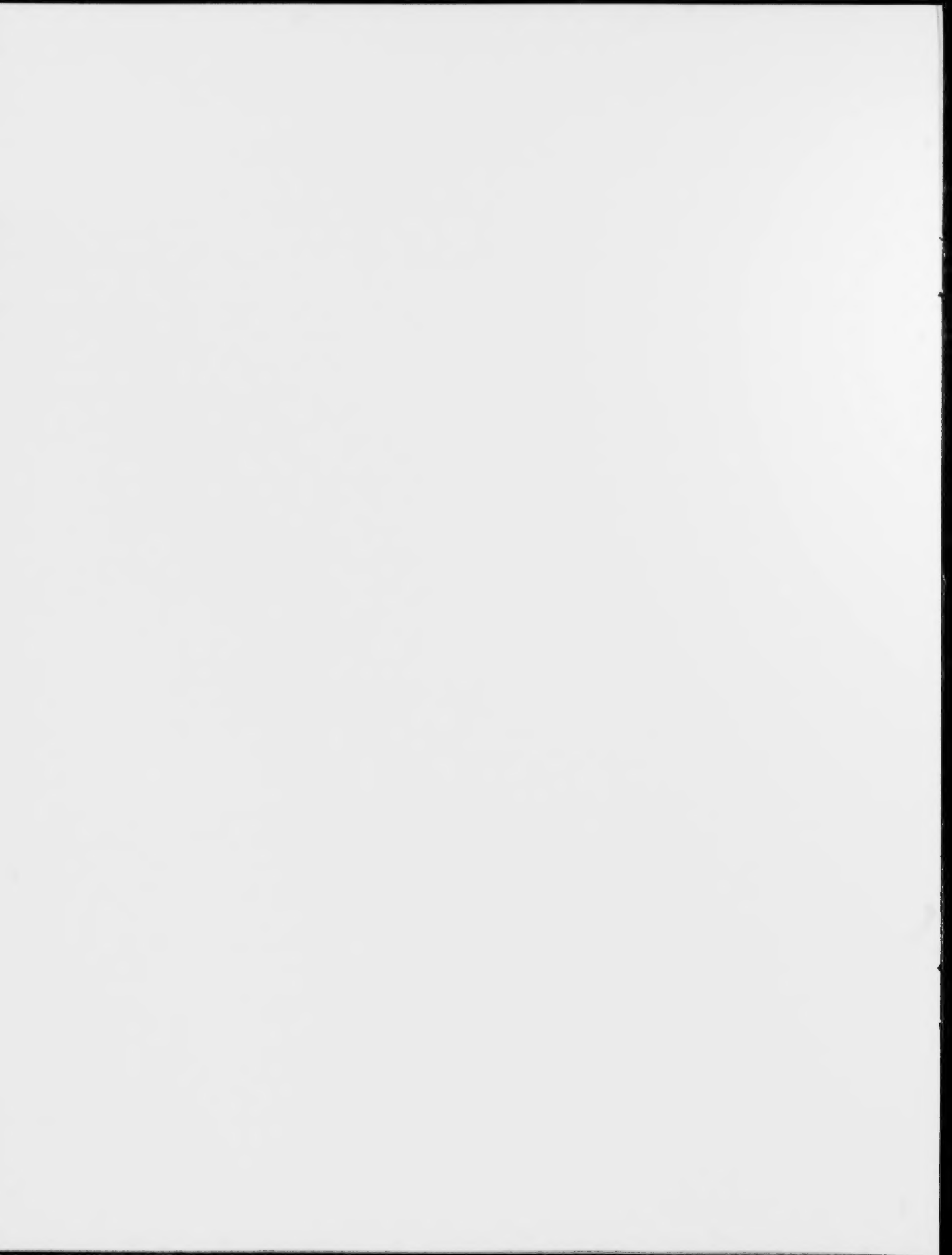
- Same supports as service review and improvement, plus: Auditor General of Canada, Public Management Journal and Treasury Board of Canada publish on this subject
- AMCTO offers workshops in Building Business Cases, Financial Control and Management and Strategic Planning
- The MMAH has published "A Guide to Developing Procurement Bylaws" that outlines steps that can be taken to manage risks that arise in procurement
- The CSA offers membership, training and accreditation in value analysis and value engineering. (The value analysis methodology examines process in order to improve efficiencies and reduce costs while maintaining client satisfaction.)
- Sample service improvement reports available on MMAH's website and Alberta's Municipal Excellence Network includes municipal practices that have improved efficiency
- ICMA offers numerous resources on the subject including *Bulletproof RFP's* which details how to avoid RFP failures, failed projects, massive cost overruns, and unanticipated results, *Management Policies in Local Government Finance* which covers financial management principles and practices, *Doing More with Less*, a compilation of informative articles on how local government practitioners can cope with the effects of a down economy, and *Fiscal Distress: Prescription for Good Management in Bad Times*, seven case studies illustrating strategies for reducing costs, maintaining service levels in the face of financial crisis, and winning citizen approval for tax and fee increases



## Links

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Alberta's Municipal Excellence Network: [www.menet.ab.ca](http://www.menet.ab.ca)  
 AMCTO: [www.amcto.com](http://www.amcto.com) Courses: <http://www.amcto.com/edu/PdPageTW.asp?itemtype=AMCTO-PD-TW-PAGE> MAP: <http://www.amcto.com/edu/PdPage.asp?itemtype=AMCTO-PD-MAP-PAGE>  
 AMO: <http://www.amo.on.ca>  
 Auditor General of Canada: <http://www.oag-bvg.gc.ca/>  
 Brookings Institute: [www.brookings.edu](http://www.brookings.edu)  
 CAMA : [www.camacam.ca](http://www.camacam.ca)  
 Carleton University: [www.carleton.ca/spa/](http://www.carleton.ca/spa/)  
 CCLN: [www.cclnet.org](http://www.cclnet.org)  
 Conference Board of Canada: <http://www.conferenceboard.ca>  
 CSVA: [www.scav-csva.org/](http://www.scav-csva.org/)  
 GFOA: <https://www.estoregfoa.org/Source/Orders/index.cfm?section=OrdersBooks>  
 HRPao: CHRP Designation <http://www.hrpao.org/HRPao/Certification/AboutCertification/>  
 ICMA: Publications - <http://bookstore.icma.org/>  
 IDeA: <http://www.idea-knowledge.gov.uk/> Improving your services: <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=76701> Improving your council: <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=71665> Human Resources: <http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=1589742>  
 InfraGuide: <http://www.infraguide.ca/>  
 Institute for Citizen-Centred Service (ICCS): <http://www.iccs-isac.org>  
 Kennedy School of Government : <http://www.ksg.harvard.edu/>  
 LGMA: Guide to CAOs - [http://www.lgma.ca/upload/dcd32\\_CAO\\_Guide\\_final.pdf](http://www.lgma.ca/upload/dcd32_CAO_Guide_final.pdf)  
 Loyalist College: [www.loyalist.on.ca/learn/index.html](http://www.loyalist.on.ca/learn/index.html)  
 MFOA: [www.mfoa.on.ca/](http://www.mfoa.on.ca/)  
 MISA : <http://www.misa.on.ca>  
 MMNA Report: [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_27327\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_27327_1.html)  
 MPAB: [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_27309\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_27309_1.html)  
 MPMP : [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_5600\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_5600_1.html)  
 MSO NW: [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_17375\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_17375_1.html)  
 NQI: <http://www.nqi.ca>  
 OCMPB: [www.ocmbp.ca](http://www.ocmbp.ca)  
 OGRA: <http://www.ogra.org>  
 OMAA: [www.oma.on.ca](http://www.oma.on.ca)  
 OMHRA: [www.omhra.on.ca](http://www.omhra.on.ca)  
 OMMI: Training Topics - [http://www.ommi.on.ca/training\\_topics.htm](http://www.ommi.on.ca/training_topics.htm)  
 OnRAMP: [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_17187\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_17187_1.html)  
 OGRA Courses: <http://www.ogra.org/Education/result.asp?track=ve&mode=sp&prog=28>  
 Public Management Journal:  
 Public Sector Project Management Forum: [www.pspmf.ca](http://www.pspmf.ca)  
 Queen's University: [www.queensu.ca/sps](http://www.queensu.ca/sps)  
 Research Public Policy Institute: [www.reason.org](http://www.reason.org)  
 Ryerson University: [www.ryerson.ca/dept/politics.html](http://www.ryerson.ca/dept/politics.html)  
 Seneca College : [www.seneca.on.ca/cms](http://www.seneca.on.ca/cms)  
 Service Delivery Review Guide: [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_17591\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_17591_1.html)  
 Service Improvement Reports: [http://www.mah.gov.on.ca/userfiles/HTML/nts\\_1\\_21765\\_1.html](http://www.mah.gov.on.ca/userfiles/HTML/nts_1_21765_1.html)  
 Small Cities U.S.: [www.smallcities.us](http://www.smallcities.us)  
 SOLACE : <http://www.solace.org.uk/> Publications : <http://www.solace.org.uk/publications/downloads.htm>  
 Treasury Board of Canada: [http://www.tbs-sct.gc.ca/index\\_e.asp](http://www.tbs-sct.gc.ca/index_e.asp)  
 University of Guelph: [www.leadership.uoguelph.ca](http://www.leadership.uoguelph.ca)  
 UOIT: [www.uoit.ca](http://www.uoit.ca)  
 University of Victoria Local Government MPA: <http://web.uvic.ca/padm>  
 UWO: <http://localgovernmentnet.uwo.ca>  
 Wharton School of Business: <http://www.wharton.upenn.edu/>  
 York University: [www.schulich.yorku.ca](http://www.schulich.yorku.ca)



## **DIRECTORY OF RESOURCES**



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## Professional Associations

### Ontario

#### Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)

[www.amcto.com](http://www.amcto.com)

##### Description:

The AMCTO's mission is to provide training and education programs to municipal professionals while influencing politics and legislation that affect the delivery of municipal programs and services. A professional association in Ontario, the AMCTO offers courses and professional development workshops leading to a Diploma in Municipal Administration. In addition, the AMCTO offers the accreditation of Certified Municipal Officer (CMO). In 2007, AMCTO will launch a new Diploma in Municipal Management specifically tailored to meet managerial needs outlined in the MMNA report. Finally, AMCTO publishes the Municipal Monitor, a journal for municipal officers.

##### Membership Eligibility:

A Full Membership is available to those in a management position and employed by a municipal corporation. Other membership categories include Student, Retired and Associate.

**Email:** [amcto@amcto.com](mailto:amcto@amcto.com)

##### Area Served:

- Ontario-wide membership
- Resources available online
- Distance and multi-media education available

#### Human Resources Professionals Association of Ontario (HRPAO)

[www.hrpa.org](http://www.hrpa.org)

##### Description:

HRPAO offers the Certified Human Resources Professional (CHRP) designation. The professional association empowers human resource professionals in both the public and private sector to connect effective people management with business success and connects members to human resource information, including the *HR Professional* magazine, events, professional development and networking opportunities.

##### Membership Eligibility:

Both General and Practitioner memberships are available. Practitioner memberships are offered to those with CHRP designation.

**E-mail:** [info@hrpao.org](mailto:info@hrpao.org)

##### Area Served:

- Ontario-wide membership (26 Ontario Chapters)
- CHRP courses available at various colleges across Ontario
- Resources available online

#### Municipal Finance Officer's Association (MFOA)

[www.mfoa.on.ca](http://www.mfoa.on.ca)

##### Description:

The MFOA is a professional association for Ontario municipal finance officers. The association sponsors, encourages and initiates meetings to review, discuss and develop positions on important policy and financial management issues. MFOA offers the latest financial news and seminars and conferences on the financial topics as well as useful information on legislation affecting municipalities.

##### Membership Eligibility:

Membership is available to Chief Financial Officers and designates whose duties are primarily of a financial nature.

**Email:** [dan@mfoa.on.ca](mailto:dan@mfoa.on.ca)

##### Area Served:

- Ontario-wide membership
- Events held throughout Ontario
- Resources available online

#### Ontario Municipal Administrator's Association (OMAA)

[www.oma.on.ca](http://www.oma.on.ca)

##### Description:

The purpose of the OMAA is to increase the proficiency of its members and to strengthen the quality of municipal government through professional management. The OMAA provides information online and through the publication of E-News. Spring and Fall workshops are offered on topics of interest and provide a setting for information exchange.

##### Membership Eligibility:

Active memberships are restricted to Chief Administrative Officers in Ontario municipalities.

**E-mail:** [OMAA1@sympatico.ca](mailto:OMAA1@sympatico.ca)

##### Area Served:

- Ontario-wide membership
- Workshops hosted by municipalities across Ontario
- Resources available online

#### Ontario Municipal Human Resources Association (OMHRA)

[www.omhra.on.ca](http://www.omhra.on.ca)

##### Description:

The OMHRA is a professional association representing human resource, personnel, labour relations and senior management professionals within the local public sector in Ontario. The purpose of OMHRA is to provide leadership and direction on human resource management issues, communicate and exchange information, and to promote and enhance the education and expertise of those engaged in the human resources profession. In addition, the OMHRA holds conferences and workshops. Benefits of membership include networking possibilities and updates on recent collective agreement settlements and arbitration results as well as a database of collective agreements, salary information, policies and procedures. OMHRA offers a municipal HR designation in partnership with OMMI.

**Membership Eligibility:**

To be eligible for membership you must be an active employee working for a municipality, local public sector board or commission.

**E-mail:** admin@omhra.ca

**Area Served:**

- Ontario-wide memberships
- Resources available online

## Canada

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**Canadian Association of Municipal Administrators (CAMA)**

<http://www.camacam.ca/>

**Description:** A national association, CAMA offers memberships to municipal managers and those in executive positions in organizations dealing with municipal management and administration. CAMA's mission is to preserve and advance excellence in municipal management. CAMA holds an annual conference, publishes a newsletter, *Insights and Innovations*, and offers forums and programs on various management topics such as the National Local Government Leadership Forum which focuses on improving literacy in municipal organizations.

**Membership Eligibility:**

CAMA is open to all municipal managers, including: city clerks; any person who is employed in a management capacity in the administration of a Canadian municipality; and, any person who is employed in an executive capacity in a national, regional, provincial, or territorial municipal organization dealing with municipal management and administration.

**E-mail:** admin@camacam.ca

**Area Served:**

- Canadian-wide membership
- Resources available online
- Conferences and forums across Canada

**Canadian Institute of Chartered Accountants (CICA)**

[www.cica.ca](http://www.cica.ca)

**Description:**

The CICA's vision is to enhance the Chartered Accountant profession's relevance, attractiveness and pre-eminence by providing leadership and influence to support the functional breadth and technical depth of all members. The CICA represents approximately 71,000 Chartered Accountants in Canada and Bermuda. The CICA offers a CA Magazine, continuing education and a CICA Handbook.

**Membership Eligibility:**

The association is made up of Chartered Accountants.

**Area Served:**

- Canadian-wide membership
- Resources available online
- Distance education, Courses across Canada

**Government Finance Officers Association (GFOA)**

[www.gfoa.org](http://www.gfoa.org)

**Description:**

The GFOA is a professional association for state/provincial and local finance officers in the United States and Canada. The Association offers a broad range of services and programs on such topics including financial and cash management.

**Membership Eligibility:**

Membership in GFOA is open to everyone whose career, studies or interests involve government financial management.

**E-mail:** memberships@gfoa.org

**Area Served:**

- Memberships available across Canada and the United States
- Resources available online

**Local Government Management Association of British Columbia**

[www.lgma.ca](http://www.lgma.ca)

**Description:**

The LGMA is a professional organization representing municipal and regional district managers, administrators, clerks and treasurers in the Province of British Columbia. The LGMA is dedicated to promote professional management and leadership excellence in local government and to create awareness of the local government officer's role in the community. LGMA offers conferences, publishes an electronic newsletter, and provides education and training.

**E-mail:** office@lgma.ca

**Area Served:**

- British Columbia-wide
- Resources available online

## International

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**Improvement and Development Agency (IDeA)**

[www.idea-knowledge.gov.uk](http://www.idea-knowledge.gov.uk)

**Description:**

Created by local governments in England and Wales, IDeA stimulates and supports continual and self-sustaining improvement and development within local government. IDeA offers various supports and resources on such topics including leadership, service delivery and building sustainable communities.

**E-mail:** ihelp@idea.gov.uk

**Area Served:**

- Based in the United Kingdom
- Resources available online

**International City/County Management Association (ICMA)**

[www.icma.org](http://www.icma.org)

**Description:**

The ICMA is a professional and educational organization for managers, administrators and assistants in cities, towns, counties and regional entities throughout the world. The ICMA's mission is to create excellence in local governance by developing and fostering professional local



government management worldwide. A publisher of information resources, the ICMA holds annual conferences, offers education and training, and maintains a comprehensive website.

**Membership Eligibility:**

Full and Affiliate memberships exist.

**E-mail:** [membership@icma.org](mailto:membership@icma.org)

**Area Served:**

- International membership
- Resources available online

**International Institute of Municipal Clerks (IIMC)**

[www.iimc.com](http://www.iimc.com)

**Description:**

The IIMC is an international professional association that promotes the continuing education and professional development of municipal clerks through education programs, certification, publications, networking, annual conferences and research. The IIMC offers the Certified Municipal Clerk (CMC) accreditation.

**Membership Eligibility:**

Full and Associate memberships are available.

**E-mail:** [Hg@iimc.com](mailto:Hg@iimc.com)

**Area Served:**

- International membership
- Distance Education and self-study courses
- Resources available online
- Opportunities for studying abroad

**New Zealand Society of Local Government Managers (SOLGM)**

[www.solgm.org.nz](http://www.solgm.org.nz)

**Description:**

A Society for local government managers in New Zealand, the Society offers courses, online resources and conferences to advance leadership, quality, and professionalism in the local public sector.

**E-mail:** [info@solgm.org.nz](mailto:info@solgm.org.nz)

**Area Served:**

- Based in New Zealand
- Resources available online

**Society of Local Authority Chief Executives and Senior Managers (SOLACE)**

[www.solace.org.uk](http://www.solace.org.uk)

**Description:**

SOLACE is the representative body for senior strategic managers working in the public sector. The Society promotes public sector management excellence and provides professional development for its members who come from all areas of the public sector.

**E-mail:** [hope.house@solace.org.uk](mailto:hope.house@solace.org.uk)

**Area Served:**

- Based in the United Kingdom
- Resources available online

## Service Specific Associations

### Ontario

**Municipal Engineers Association (MEA)**

[www.municipalengineers.on.ca](http://www.municipalengineers.on.ca)

**Description:**

The MEA is an association of public sector of professional engineers in the full time employment of municipalities performing the various functions that comprise the field of municipal engineering.

**Membership Eligibility:**

Active and Associate memberships are available for professional engineers, Licensed Engineering Technologists and graduate engineers in training.

**E-mail:** [info@municipalengineers.on.ca](mailto:info@municipalengineers.on.ca)

**Area Served:**

- Ontario-wide membership
- Resources available online

**Municipal Information Systems Association (MISA)**

[www.misa.on.ca](http://www.misa.on.ca)

**Description:**

The MISA is a Canadian association of municipal government representatives and others interested in the effective use of information technology to provide better and more cost-effective services to municipal taxpayers and clients. One of MISA's objectives is to promote and provide leadership in the efficient and effective use of municipal information systems and technology.

**Membership Eligibility:**

Regular membership is available to municipal governments in Ontario. Affiliate membership is available to any federal, provincial or municipal government, boards, agencies or commissions and to municipal professional associations.

**Email:** [Imoule@sympatico.ca](mailto:Imoule@sympatico.ca)

**Area Served:**

- Canadian-wide membership
- Based in Mississauga

**Ontario Good Roads Association (OGRA)**

[www.ogra.org](http://www.ogra.org)

**Description:**

The mandate of the OGRA is to represent the transportation and public works interests of municipalities through advocacy, consultation, training and the delivery of identified services. The OGRA offers a wide range of courses and training programs. Management courses are also available. Among others, topics include *Leadership, Supervision and Administration and Management Training*.

**Membership Eligibility:**

Every municipality and First Nation is eligible for membership.

**Email:** [info@ogra.org](mailto:info@ogra.org)

**Area Served:**

- Ontario-wide membership
- Resources available online
- Many courses offered in Mississauga and Guelph while others are available province-wide

**Ontario Association of Chiefs of Police (OACP)**

[www.oacp.on.ca](http://www.oacp.on.ca)

**Description:**

The OACP's philosophy is to promote competent administration of policing services; to co-ordinate police training and education; to provide a timely and efficient flow of information to its members; and to address membership concerns and priorities through a unified voice to government. The OACP has partnered with the University of Toronto's Rotman School of Management to provide a Police Leadership Program.

**Membership Eligibility:**

Memberships open to senior officers and police managers.

**Area Served:**

- Ontario-wide membership
- Resources available online

**Ontario Association of Fire Chiefs (OAFC)**

[www.oafc.on.ca](http://www.oafc.on.ca)

**Description:**

The mission of the OAFC is to contribute to public safety in Ontario by promoting efficient and effective management of fire services.

**Membership Eligibility:**

Membership in the OAFC is open to Chiefs, Deputy Chiefs, Assistant Chiefs, Assistant Deputy Chiefs, Platoon Chiefs, Battalion Chiefs, District Chiefs and Division Chiefs or Directors of any fire department in the Province of Ontario.

**E-mail:** [administration@oafc.on.ca](mailto:administration@oafc.on.ca)

**Area Served:**

- Ontario-wide membership
- Resources available online

**Ontario Professional Planners Institute (OPPI)**

[www.ontarioplanners.on.ca](http://www.ontarioplanners.on.ca)

**Description:**

The OPPI is the recognized voice of the province's planning profession. OPPI ensures that its members are fully qualified to practise as planners, and requires members to abide by a Code of Conduct. OPPI keeps its members informed, through a bimonthly journal, professional development courses and workshops, conferences, lectures and networking opportunities.

**Membership Eligibility:**

Membership options are available for planners, non-planners and students.

**Email:** [info@ontarioplanners.on.ca](mailto:info@ontarioplanners.on.ca)

**Area Served:**

- Ontario-wide membership
- Resources available online
- Events in various places around Ontario

**Ontario Public Buyers Association (OPBA)**

[www.vaxxine.com/opba](http://www.vaxxine.com/opba)

**Description:**

The OPBA represents those whose work requires them to expend public funds. The association

promotes ethical and effective expenditure of public funds through principles of public procurement.

**Membership Eligibility:**

Any individual whose work requires them to spend public funds may join OPBA.

**E-mail:** [opba@vaxxine.com](mailto:opba@vaxxine.com)

**Area Served:**

- Ontario-wide membership
- Resources available online
- Distance Education available

**Ontario Public Works Association (OPWA)**

<http://www.opwa.ca>, [www.apwa.net](http://www.apwa.net), [www.cpwa.net](http://www.cpwa.net)

**Description:**

The Ontario Public Works Association is an educational and professional association of public agencies, private sector companies, and individuals dedicated to providing high quality public works goods and services. The association is a part of the American and Canadian Public Works Association. Training topics include asset and project management.

**Membership Eligibility:**

Membership in the association is open to anyone with an interest in public works

**Area Served:**

- Resources available online
- Web-based training courses available

**Ontario Municipal Social Services Association (OMSSA)**

[www.omssa.com](http://www.omssa.com)

**Description:** The OMSSA is a non-profit organization whose purpose is to enhance the capacity of communities to plan, manage and deliver quality human services. OMSSA promotes policy development and program delivery in the areas of children's services, social housing and homelessness, and social assistance through advocacy, professional development and information sharing.

**Membership Eligibility:**

Membership in OMSSA is open to the staff of Ontario's Consolidated Municipal Service Managers (CMSMs) which includes District Social Service Administration Boards (DSSABs), employees of First Nations Communities and individuals working within the field of social and community services.

**E-mail:** [info@omssa.com](mailto:info@omssa.com)

**Area Served:**

- Ontario-wide membership
- Courses held on-site in Mississauga
- Resources available online

**Parks and Recreation Ontario (PRO)**

[www.prontario.org](http://www.prontario.org)

**Description:**

The goals of PRO are to promote the value and benefits of parks and recreation to the public, influence public policy and legislation affecting parks and recreation, provide professional and volunteer development and information services to members, and provide opportunities for members to address common interests. Training and development topics include risk management and benchmarking.

**Membership Eligibility:** PRO is open to anyone who has an interest in recreation, parks, fitness, sport, facilities, aquatics, therapeutic recreation, camping, the arts, culture or other related sectors.

**E-mail:** pro@prontario.org

**Area Served:**

- Ontario-wide membership
- Resources available online
- Courses available across Ontario

**Public Sector Project Management Forum (PSPMF)**

www.pspmf.ca

**Description:** The PSPMF site was developed by Canadian public sector employees to share information in the area of project management. The website offers opportunities for information sharing and networking as well as tools and templates including business and communication plans and project charters. Forums are held twice a year to share lessons learned, tools, templates and proven innovative solutions.

**Membership Eligibility:** Open to any public sector employee.

**Area Served:**

- Resources available online
- Forums in central Ontario

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**Canada/International/Other**

**American Water Works Association Research Foundation (AWWARF)**

www.awwarf.org

**Description:**

The foundation is an international organization that sponsors research to enable water utilities, public health agencies, and other professionals to provide safe and affordable drinking water to consumers.

**Membership Eligibility:**

Membership is open to public and private drinking water utilities, consulting firms that work with water utilities and manufacturers of products used by water utilities.

**E-mail:** info@awwarf.org

**Area Served:**

- Based in the United States
- International membership
- Resources available online

**Canadian Society of Value Analysis (CSVA)**

www.scav-csva.org/

**Description:**

The Canadian Society for Value Analysis is a non-profit society whose mission is to promote the application of the value methodologies in Canada for the benefit of governments, industry, practitioners and society.

**Membership Eligibility:**

Memberships are available to corporations, individuals, and students.

**Email:** info@scav-csva.org

**Areas Served:**

- Online Course available
- Conferences held around Canada

**Justice Institute of British Columbia**

www.jibc.bc.ca

**Description:**

The Justice Institute of British Columbia has become a world leader in justice, public safety and human services education and training. Areas of expertise include emergency management and conflict resolution.

**E-mail:** webmaster@jibc.ba.ca

**Area Served:**

- Based in British Columbia
- Distance Learning Available

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**Academic Institutions**

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**Ontario**

**Carleton University (School of Public Policy and Administration)**

www.carleton.ca/spa/

**Description:**

Carleton offers both a Master of Arts and a Diploma in Public Administration. The Diploma program provides students with an introduction to policy development, public management and policy implementation. The Master of Arts in Public Administration is designed to prepare people for managerial, policy and managerial-support roles in the public service of Canada.

**Area Served:**

- Based in Ottawa

**Loyalist College (Loyalist Training and Development Centre)**

www.loyalistc.on.ca/

**Description:**

Through the Leadership Development Program, Loyalist College partners with municipalities such as the City of Belleville, City of Quinte West, the County of Prince Edward, the County of Lennox and Addington, and the County of Hastings to offer a Municipal Management Professional Development Certificate. Modules include *Self-Managed Leadership*, *Essentials for Financial Management* and *Budget Planning*. 12 days of core modules and 3 days of electives are required to complete the program.

**Area Served:**

- Based in Belleville
- Customized, in-house courses may be available

**Ontario Municipal Management Institute (OMMI)**

www.ommi.on.ca

**Description:**

The OMMI facilitates and promotes management development programs for municipal personnel. The Institute offers a Certified Municipal Manager (CMM) accreditation program and provides in-house training in four areas: Human Resource Management, Financial and Information Management, Basic Management Skills and

Local Government and Public Administration. A seminar series is also provided.

**Membership Eligibility:**

**E-mail:** [ommi@bellnet.ca](mailto:ommi@bellnet.ca)

**Area Served:**

- Ontario-wide memberships
- Offer in-house training
- Seminar series hosted by various municipalities

**Queen's University (School of Policy Studies)**

[www.queensu.ca/sps](http://www.queensu.ca/sps)

**Description:**

The School of Policy Studies at Queen's offers a Master of Public Administration and a Professional Master of Public Administration (PMPA). The Professional program is offered online. The PMPA is divided into six parts which include *Management Framework and Organization, Culture and the Workplace*. The MPA includes such courses as *Financial Management* and *Human Resource Management*.

**Area Served:**

- MPA is based in Kingston
- Professional program offered online

**Ryerson University (Department of Politics and Public Administration)**

[www.ryerson.ca/dept/politics.html](http://www.ryerson.ca/dept/politics.html)

**Description:**

Launched in September 2005, Ryerson offers both full-time and part-time Master of Arts in Public Policy and Administration. Courses include *Public Administration and Governance*, and *Public Sector Union-Management Relations*. In addition, Ryerson also offers a certificate and an advanced certificate which lead to a Bachelor of Arts in Public Administration and Governance. The program is designed for managers, administrative officers and front-line service providers.

**Area Served:**

- Based in Toronto
- Evening courses available

**Seneca College (Municipal and Corporate Management)**

[www.seneca.on.ca/cms](http://www.seneca.on.ca/cms)

**Description:**

To be launched in Fall 2007, Seneca's Bachelor of Applied Business (Municipal and Corporate Administration) will focus on public sector corporate management. A Co-op work term is included in the four year program.

**Area Served:**

- Based in Toronto

**University of Guelph (Leadership Program)**

[www.leadership.uoguelph.ca](http://www.leadership.uoguelph.ca)

**Description:**

The Centre for Studies in Leadership offers a Master of Arts in Leadership, leadership development

courses and customized courses and programs. Courses, among others, include, "Foundations of Leadership," and "Leadership of Organizational Change."

**Area Served:**

- Based in Guelph
- On-site learning mixed with interactive learning online.

**University of Ontario Institute of Technology**

[www.uoit.ca](http://www.uoit.ca)

**Description:** The University has created a Municipal Management Development Program. Courses include 'Municipal Financial Management' and 'Municipal Administrative Structures.'

**Area Served:**

- Based in Oshawa
- Online courses available

**University of Toronto (School of Public Policy and Governance)**

<http://www.publicpolicy.utoronto.ca/>

**Description:**

The University of Toronto is introducing a new masters program in public policy. The program will commence September 2007. In addition, the School is developing conferences, symposia, seminars and events.

**Email:** [public.policy@utoronto.ca](mailto:public.policy@utoronto.ca)

**Area Served:**

- Based in Toronto

**University of Western Ontario (Local Government Program)**

[www.localgovernment.uwo.ca](http://www.localgovernment.uwo.ca)

**Description:**

The Local Government Program offers both a Diploma and Master of Public Administration. The Master's has both a full-time and part-time stream. Classes include *Financial Management, Human Resource Management* and *Organizational Behaviour*. Both programs are offered on-site but are designed to be accessible for people working full-time who wish to further develop their management perspectives and skills.

**Area Served:**

- London-based with evening and weekend courses
- On-site with City of Toronto.

**York University (Schulich School of Business)**

[www.schulich.yorku.ca](http://www.schulich.yorku.ca)

**Description:**

Offering a Masters Certificate in Municipal Management, the Schulich Executive Education Centre has designed a 15-day learning experience to develop leadership, teambuilding, and management skills. 3 Core Modules must be completed and include: *Essential Skills for Municipal Managers, Achieving Operational Excellence*, and *Public Sector Advancements*. A Master of Public Administration is also offered through the Schulich School of Business.

**E-mail:** [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)

**Area Served:**

- Based in Toronto
- Program offered in-house and at Toronto campus

**Canada**

**Canadian Community Leadership Network**

[www.cclnet.org](http://www.cclnet.org)

**Description:**

Community Leadership Programs promote and encourage outstanding community leadership by developing the leadership capabilities of citizens who care about the community, who understand its strengths and weaknesses, and who are willing to make a personal investment to improve a community's quality of life. This site offers links to all community leadership programs offered in Ontario.

**Area Served:**

- Programs are available in: Burlington/Hamilton, Dryden, Ottawa, Peel, Windsor-Essex, Waterloo Region, Thunder Bay

**University of Alberta and Dalhousie University (Public Sector Programs)**

[www.govsource.net](http://www.govsource.net)

**Description:**

In a partnership between the two universities, a National Advanced Certificate in Local Authority Administration (NACLAA) is offered. Courses are delivered online and include *Program Evaluation*, *Human Resource Management* and *Local Government Finance*.

**Area Served:**

- Available Online

**University of Victoria (School of Public Administration)**

<http://web.uvic.ca/padm>

**Description:**

The University offers a Diploma in Public Sector and Local Government Management and offers courses for administrators and managers who require specific skills and education necessary for effective and responsible management at the local level. Part-time study is available. In addition, a Master and Doctorate of Public Administration are also offered. The Centre for Public Sector Studies is the University's research and professional development area.

**E-mail:** [padm@uvic.ca](mailto:padm@uvic.ca)

**Area Served:**

- Based in British Columbia
- Online MPA available
- Resources available online

**International**

**Cleveland State University (Maxine Goodman Levin College of Urban Affairs)**

<http://urban.csuohio.edu/academics/graduate/mpa.shtml>

**Description:**

Cleveland State's MPA is committed to nationally recognized excellence in public administration education and research, to development of leadership in government, to public service for solutions to urban problems, and to an enhanced understanding of public policy and management in a global & diverse society.

**Email:** [ustweb@urban.csuohio.edu](mailto:ustweb@urban.csuohio.edu)

**Area Served:**

- Based in Ohio
- Resources available online

**Harvard University (John F. Kennedy School of Government)**

<http://www.ksg.harvard.edu/>

**Description:**

The John F. Kennedy School of Government offers a Master of Public Policy and Public Administration with a local government emphasis. The site includes resources including recent publications and is home to the Government Innovators Network.

**Area Served:**

- Based in Massachusetts
- Resources available online

**Syracuse University (Maxwell School of Citizenship and Public Affairs)**

<http://www.maxwell.syr.edu/pa>

**Description:**

The Maxwell School offers three graduate programs in public administration and policy; Master of Public Administration (MPA); Doctor of Philosophy (Ph.D.); and Master of Arts in public administration (MA) for midcareer executives. The MPA and MA degrees emphasize professional development and prepare students for management and leadership positions in local government and non-profit organizations.

**Area Served:**

- Based in New York
- Resources available online

**University of Birmingham (Local Government Studies)**

<http://www.bham.ac.uk>

**Description:**

The Institute of Local Government Studies (INLOGOV) is the leading UK centre for the study of local public service management, policy and governance. The Institute has multiple publications, including *Local Government Studies* which focuses on administrative and management issues.

**E-mail:** [s.e.stewart@bham.ac.uk](mailto:s.e.stewart@bham.ac.uk)

**Area Served:**

- United Kingdom
- Resources available online



**University of Georgia (Department of Public Administration and Policy)**

<http://www.uga.edu/padp/mpaprogram.htm>

**Description:**

The central purpose of the MPA program at the University of Georgia is to educate students for professional careers in management and administration in local government and non-profit organizations.

**Area Served:**

- Resources available online
- Based in Georgia

**University of Illinois at Chicago (College of Urban Planning and Public Affairs)**

[www.uic.edu/cuppa/pa](http://www.uic.edu/cuppa/pa)

**Description:**

CUPPA offers a Master in Public Administration. Students spend a significant time honing analytical and policy development skills in courses on economics, policy analysis, and data analysis. Students also take classes that cover several essential areas of management including: personnel management, budgeting, and the law as it pertains to administrative agencies and government action.

**Area Served:**

- Based in Illinois
- Resources available online

**University of Kansas (Department of Public Administration)**

<http://www2.ku.edu/~kupa/>

**Description:** The University offers a Master of Public Administration with an emphasis on local government. The program strives to build upon three attributes expected of all students: Willingness to accept leadership responsibility; Dedication to public service; and Commitment to efficiency and equity in advancing the public good.

**Area Served:**

- Based in Kansas

## Government

### Ontario

**Ontario Ministry of Agriculture, Food and Rural Affairs**

[www.omafra.gov.on.ca](http://www.omafra.gov.on.ca)

**Description:**

The Ministry's website includes tools and guides for rural municipalities such as economic analysis tools, business retention and expansion information as well as information on downtown revitalization.

**E-mail:** [ag.info@omafra.gov.on.ca](mailto:ag.info@omafra.gov.on.ca)

**Area Served:**

- Ontario-wide
- Resources available online
- Rural Focus

**Ontario Ministry of Government Services**

**Procurement Policy and IT Procurement Branch**

<http://www.ppitpb.gov.on.ca>

**Description:**

The Branch provides online information and assistance to buyers on procurement directives/policies and best practices used in the public sector, guidelines, buyer fact sheets with new events, and samples of procurement documents such as Request for Proposals and Contracts.

**E-mail:** [ppitpweb.mbs.mgs.gov.on.ca](mailto:ppitpweb.mbs.mgs.gov.on.ca)

**Area Served:**

- Ontario-wide
- Resources available online

**Office of the Corporate Chief Information Officer**

[www.cio.gov.on.ca](http://www.cio.gov.on.ca)

**Description:**

Information is available on information and information technology. The site offers I&IT Infrastructure services and I&IT policies as well as information on the government's e-government strategy.

**Area Served:**

- Ontario-wide
- Resources available online

**Modernization Secretariat Project Management Excellence Initiative (PMEI)**

[www.mgs.gov.on.ca](http://www.mgs.gov.on.ca)

**Description:** The Ministry of Government Services (MGS) was created to modernize government operations and provide cost-effective services to consumers, businesses and the Ontario Public Service.

**Area Served:**

- Ontario-wide
- Resources available online

**Ontario Ministry of Municipal Affairs and Housing**

[www.mah.gov.on.ca](http://www.mah.gov.on.ca)

**Municipal Performance and Accountability Branch (MPAB)**

**Description:**

Under the Local Government Division of the Ministry of Municipal Affairs and Housing, the MPAB has a Financial Analysis and Reporting Section, a Service Delivery Section and Municipal Performance Measurement Section. The MPAB develops and implements initiatives and policies which improve the capacity of local governments to better deliver services to taxpayers in a more accountable manner. The branch reports on the Municipal Performance Measurement Program (MPMP) and has published various guides such as 'A Guide to Service Delivery Review for Municipal Managers.'

**Area Served:**

- Ontario-wide
- Resources available online

### **Municipal Programs and Education Branch (MPEB)**

#### **Description:**

The MPEB delivers assistance programs, education and training services and strategic projects in partnership with the Municipal Services Offices (MSOs), other Divisions, Ministries, Governments and other stakeholders to develop stronger, safer communities.

#### **Area Served:**

- Ontario-wide
- Resources available online

### **Municipal Services Offices (MSOs)**

[www.mah.gov.on.ca/OnRAMP](http://www.mah.gov.on.ca/OnRAMP)

#### **Description:**

The MSOs of the Municipal Services Division (MSD) act as the Ministry's primary liaison with the municipal sector and other municipal stakeholders. The MSOs' focus is on providing high-quality, timely service. The programs and services of the MSOs promote the Government's commitment to strong communities, effective land-use planning, sustainable and accountable local government, and adequate, affordable housing.

**Address:** Central (Toronto), Northwest (Thunder Bay), East (Kingston), Northeast (Sudbury) and Southwestern Ontario (London) offices

#### **Area Served:**

- Five Regional Offices across Ontario
- Resources available online through the onRAMP websites

## **Canada**

### **Alberta: Ministry of Municipal Affairs**

[www.municipalaffairs.gov.ab.ca](http://www.municipalaffairs.gov.ab.ca)

#### **Description:**

The Alberta Ministry of Municipal Affairs is responsible for supporting good government at the local level and ensuring that Alberta communities are safe and reliant. The site offers useful resources for Ontario municipalities.

**E-mail:** [comments@gov.ab.ca](mailto:comments@gov.ab.ca)

#### **Area Served:**

- Alberta-wide
- Resources available online

### **Nova Scotia: Service Nova Scotia and Municipal Relations**

[www.gov.ns.ca/snsmr](http://www.gov.ns.ca/snsmr)

#### **Description:**

Service Nova Scotia and Municipal Relations provides online resources and information on such topics as strategic planning and municipal finance and governance.

**E-mail:** [askus@gov.ns.ca](mailto:askus@gov.ns.ca)

#### **Area Served:**

- Nova Scotia-wide
- Resources available online

### **Treasury Board of Canada**

[www.tbs-sct.gc.ca](http://www.tbs-sct.gc.ca)

#### **Description:**

The Treasury Board of Canada Secretariat offers many online resources for managers in the public sector including information on such topics as human resources and financial and program management. Links to other valuable federal websites are available.

**E-mail:** [info@tbs-sct.gc.ca](mailto:info@tbs-sct.gc.ca)

#### **Area Served:**

- Canada-wide
- Resources available online

## **Other**

### **New Zealand Government – Department of Internal Affairs**

[www.dia.govt.nz/diawebsite.nsf](http://www.dia.govt.nz/diawebsite.nsf)

#### **Description:**

The Department of Internal Affairs serves and connects citizens, communities and government. Information, latest news and publications are available online.

**E-mail:** [info@dia.govt.nz](mailto:info@dia.govt.nz)

#### **Area Served:**

- Based in New Zealand
- Resources available online

### **New Zealand Government – Treasury Board**

[www.treasury.govt.nz](http://www.treasury.govt.nz)

#### **Description:**

The Treasury Board manages public finances and advises on how governments can get the best quality and value out of public spending. It also develops strategic advice for the Government on its future shape and direction. Useful sections include 'Managing the Public Sector' which provides resources, publications and information on the subject.

**E-mail:** [information@treasury.govt.nz](mailto:information@treasury.govt.nz)

#### **Area Served:**

- Based in New Zealand
- Resources available online

### **UK Government – Department for Communities and Local Government**

<http://www.communities.gov.uk/>

#### **Description:**

The Department promotes community cohesion and equality and is responsible for housing, urban regeneration, planning and local government. Information on topics such as local government finance and best practices are available online.

**E-mail:** [Contactus@communities.gsi.gov.uk](mailto:Contactus@communities.gsi.gov.uk)

#### **Area Served:**

- UK government organization
- Resources available online

### **US Federal Government: Office of Management and Budget**

[www.whitehouse.gov/omb](http://www.whitehouse.gov/omb)

#### **Description:**

The OMB's role is to help improve administrative management and to develop better performance measures and coordinating mechanisms. The site includes American federal policy on procurement and federal financial management standards.

#### **Area Served:**

- U.S.A.
- Resources available online

### **Trade and Advocacy Associations**

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#### **Association of Municipalities of Ontario (AMO)**

[www.amo.on.ca](http://www.amo.on.ca)

#### **Description:**

The AMO represents the municipal order of government in Ontario and provides a variety of services and products to members and non-members.

#### **Membership Eligibility:**

Every municipality in Ontario is eligible to be a Municipal Member of the association. Other membership options exist for associate groups and other companies.

**E-mail:** [amo@amo.on.ca](mailto:amo@amo.on.ca)

#### **Area Served:**

- Ontario-wide membership
- Resources available online

#### **Federation of Canadian Municipalities (FCM)**

<http://www.fcm.ca>

#### **Description:**

The FCM has approximately 1,400 members. FCM represents the interests of municipalities on policy and program matters that fall within federal jurisdiction. Members include Canada's largest cities, small, urban and rural communities, and 18 provincial and territorial municipal associations.

#### **Membership Eligibility:**

Memberships are available to Canadian municipalities.

#### **Area Served:**

- National organization
- Resources available online

### **Think Tanks/ Research Groups**

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#### **Canada**

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#### **Canadian Urban Institute (CUI)**

[www.canurb.com](http://www.canurb.com)

#### **Description:**

The CUI is a non-profit organization dedicated to enhancing the quality of life in urban areas across Canada and internationally. The CUI holds

conferences, breakfast roundtables and the Urban Leadership Series.

#### **Membership Eligibility:**

Individual and Corporate memberships are available.

**E-mail:** [cui@canurb.com](mailto:cui@canurb.com)

#### **Area Served:**

- Canadian and International Memberships
- Resources available online
- Conferences and Seminars based in Toronto and surrounding area

#### **Conference Board of Canada**

<http://www.conferenceboard.ca>

#### **Description:**

The Conference Board of Canada works to build leadership capacity by creating and sharing insights on economic trends, public policy and organizational performance.

#### **Membership Eligibility:**

Join by purchasing any products or services.

**Email:** <http://www.conferenceboard.ca/contact.htm>

#### **Area Served:**

- Canadian-wide membership
- Canadian-wide conferences
- Resources available online

#### **Institute for Citizen-Centred Service (ICCS)**

[www.iccs-isac.org](http://www.iccs-isac.org)

#### **Description:**

The mission of the ICCS is to promote high levels of citizen satisfaction with public sector service delivery. The ICCS has released a series of reports, tools, and recommendations aimed at improving citizen satisfaction with public-sector service delivery in Canada.

**E-mail:** [info@iccs-isac.org](mailto:info@iccs-isac.org)

#### **Area Served:**

- Based in Toronto
- Resources available online

#### **Institute on Governance (IOG)**

[www.iog.ca](http://www.iog.ca)

#### **Description:**

The IOG promotes effective governance. Areas of research include accountability and performance building.

**E-mail:** [info@iog.ca](mailto:info@iog.ca)

#### **Area Served:**

- Based in Ottawa
- Resources available online

#### **Institute of Public Administration of Canada (IPAC)**

<http://www.ipac.ca>

#### **Description:**

IPAC strives to advance the theory and practice of public management and governance. IPAC publishes a journal, magazine, books and case studies as well as provides conference, events and awards to stir innovation and the creative exchange of ideas and best practices among public servants, academics and students of public administration.

#### **Membership Eligibility:**



Anyone interested in public sector management or public policy can become a member.

**Email:** ntl@ipac.ca

**Area Served:**

- Canadian-wide subscribers
- Resources available online

### National Quality Institute (NQI)

<http://www.nqi.ca>

**Description:**

NQI is Canada's leading authority on the development and sustainability of excellence through quality and healthy workplace environments. The NQI offers Certified Excellence Professional (CEP) and Certified Excellence Leader (CEL) designations.

**Membership Eligibility:**

Membership options are available to both the private and public sector.

**E-mail:** info@nqi.ca

**Area Served:**

- Canadian-wide
- Resources available online

## International

### The Brookings Institution

[www.brookings.edu](http://www.brookings.edu)

**Description:**

The Brookings Institution is devoted to independent research and innovative policy solutions. Areas of study include *Metropolitan and Governance Policy*.

**E-mail:** webmaster@brookings.edu

**Area Served:**

- Based in U.S.A.
- Resources available online

### Reason Public Policy Institute

[www.reason.org](http://www.reason.org)

**Description:**

Based in the United States, the Institute produces public policy research on a variety of issues and publishes the monthly magazine, *Reason*.

**Area Served:**

- Based U.S.A.
- Resources available online

### Urban Institute

[www.urban.org](http://www.urban.org)

**Description:**

The Urban Institute is an American organization that analyzes policies, evaluates programs, and informs community development to improve social, civic, and economic well-being.

**Area Served:**

- Based in U.S.A.
- Resources available online

### World Bank

[www.worldbank.org](http://www.worldbank.org)

**Description:**

The World Bank is a source of financial and technical assistance to developing countries around the world. It also conducts research and provides learning opportunities that are available online. Research focuses on local governments around the world.

**Area Served:**

- International organization
- Resources Available Online

## Knowledge Sharing

### Ontario

#### Ontario Centre for Municipal Best Practices (OCMBP)

[www.amo.on.ca/ocmbp](http://www.amo.on.ca/ocmbp)

**Description:**

The OCMBP is a partnership between the AMO and the Province of Ontario. The purpose of OCMBP is to support the evolution of performance measurement for Ontario municipalities by reviewing and analyzing performance data to identify best practices.

**Area Served:**

- Ontario-wide
- Resources available online

#### Ontario Municipal Benchmarking Initiative (OMBI)

[www.caobenchmarking.ca](http://www.caobenchmarking.ca)

**Description:**

The OMBI is a partnership project that pushes for service excellence in municipal government. Participating municipalities and CAOs work together to identify and share performance statistics, operational best practices and to network in a spirit of innovation and entrepreneurship to push for even greater successes.

**Area Served:**

- Ontario-wide membership
- Resources available online

### Municom

[www.amo.on.ca/municom](http://www.amo.on.ca/municom)

**Description:**

Municom is a municipal intranet designed by the AMO for Ontario municipalities. Municom provides users with current and archived information about issues affecting the municipal sector. The information contained in the Municom is updated daily.

**E-mail:** municom@amo.on.ca

**Area Served:**

- Ontario-wide
- Resources available online

## Other

### Alberta Municipal Excellence Network

[www.menet.ab.ca](http://www.menet.ab.ca)

#### Description:

Offering a variety of useful online tools and best practices, the Municipal Excellence Network is run by the Government of Alberta.

#### Area Served:

- Alberta based
- Resources available online

### B.C.CivicInfo

[www.civicinfo.bc.ca](http://www.civicinfo.bc.ca)

#### Description:

CivicInfo BC is an award-winning, co-operative information service for those who work, or have an interest in British Columbia's local government sector. The main goal of CivicInfo BC is to facilitate the free and open exchange of local government information which is done primarily through their web site.

**E-mail:** [info@civicinfo.bc.ca](mailto:info@civicinfo.bc.ca)

#### Area Served:

- British Columbia based
- Resources available online

### Fairfax County, VA:

[http://www.fairfaxcounty.gov/dmb/Basic\\_Manual.pdf](http://www.fairfaxcounty.gov/dmb/Basic_Manual.pdf)

#### Description :

A leading municipal/county government, Fairfax has just updated its tenth edition of a manual for performance measurement (i.e. Managing for Results).

#### Area Served:

- Resource available online

### Government Innovators Network

<http://www.innovations.harvard.edu/about-us.html>

#### Description:

The Government Innovators Network provides ideas and examples of government innovation for policy makers, policy advisors, and practitioners. Online content includes news, documents, descriptions of award-winning innovative programs, and events as well as online communities of practice.

#### E-mail:

<http://www.innovations.harvard.edu/register.html?url=%2Fabout-us.html%3F>

#### Area Served :

- United States Data
- Resources available online

### Grande Prairie, Alberta

<http://www.cityofgp.com/Default.htm>

#### Description :

The City of Grand Prairie offers online resources including a *Making Government Better* section which includes information and links to resources on such topics as knowledge management and performance measurement.

#### Area Served:

- Alberta city
- Resources available online

### Infraguide

<http://www.infraguide.ca/>

#### Description:

InfraGuide is a national collection of best practice publications for core infrastructure. Infraguide's mission is to create a network within the infrastructure community. The site offers e-learning, best practice and a network of excellence.

**Email:** [infraguide@nrc-cnrc.gc.ca](mailto:infraguide@nrc-cnrc.gc.ca)

#### Area Served:

- Canadian
- Resources available online

### Municipal Research and Services Centre of Washington

[www.mrsc.org](http://www.mrsc.org)

#### Description:

The MRSC's promotes excellence in local government through professional consultation, research and information services. While some services are reserved for local governments of Washington State, other relevant resources are available online.

#### Area Served:

- Based in Washington State
- Resources available online

### Munimall

[www.munimall.ca](http://www.munimall.ca)

#### Description:

MuniMall was created in 1993 as a joint project of the University of Alberta and Alberta Municipal Affairs. Among other resources, MuniMail produces an internet newsletter publication designed for local government practitioners, students, and instructors across Canada.

#### Area Served:

- Alberta based
- Canadian focus
- Resources available online

### Muniscope

[www.muniscope.ca](http://www.muniscope.ca)

#### Description:

An online information and resource network, Muniscope tracks down research and legislation as well as practical solutions to current municipal issues.

**E-mail:** [exedir@icurr.ca](mailto:exedir@icurr.ca)

#### Area Served:

- Canada-wide
- Resources available online

### Small Cities U.S.

[www.smallcities.us](http://www.smallcities.us)

#### Description:

Presents best practices for mayors, managers and councils in cities under 50,000.

#### Area Served:

- Based in America
- Resources available online

**United Nations – Habitat Best Practices Update**

[www.bestpractices.org](http://www.bestpractices.org)

**Description:**

This searchable database contains over 2150 proven solutions from more than 140 countries to the common social, economic and environmental problems of an urbanizing world. The database is a tool that can help one analyze current trends and emerging issues.

**Area Served:**

- International organization
- Resources available online

## Publishers

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**CIO Canada, Government Review**

<http://cio.itworldcanada.com>

**Description:**

Published by *ITWorld Canada*, this online resource offers articles on information technology issues related to Canadian government.

**Area Served:**

- Canadian online publication
- Resources available online

**Canadian Government Executive**

[www.networkedgovernment.ca](http://www.networkedgovernment.ca)

**Description:**

*NetworkedGovernment* promotes excellence in public service management. The publication covers management topics such as leadership, accountability and ethics.

**E-mail:** [circulation@networkedgovernment.ca](mailto:circulation@networkedgovernment.ca)

**Area Served:**

- Canadian publication
- Resources available online

**Governing Magazine**

[www.governing.com](http://www.governing.com)

**Description:**

*Governing* is a monthly magazine whose primary audience is state and local government officials. Relevant sections include *The Local Scene*, and *Management Insights*.

**E-mail:** [mailbox@governing.com](mailto:mailbox@governing.com)

**Area Served:**

- American publication
- Resources available online

**Municipal Monitor, See AMCTO, 1.**

**Municipal World**

[www.municipalworld.com](http://www.municipalworld.com)

**Description:**

A monthly publication, *Municipal World* is devoted to promoting effective municipal government through timely and relevant articles. Regular features include *Management* and *Governance Zone*.

**E-mail:** [mwadmin@municipalworld.com](mailto:mwadmin@municipalworld.com)

**Area Served:**

- Published in Ontario
- Canadian-wide subscribers
- Resources available online

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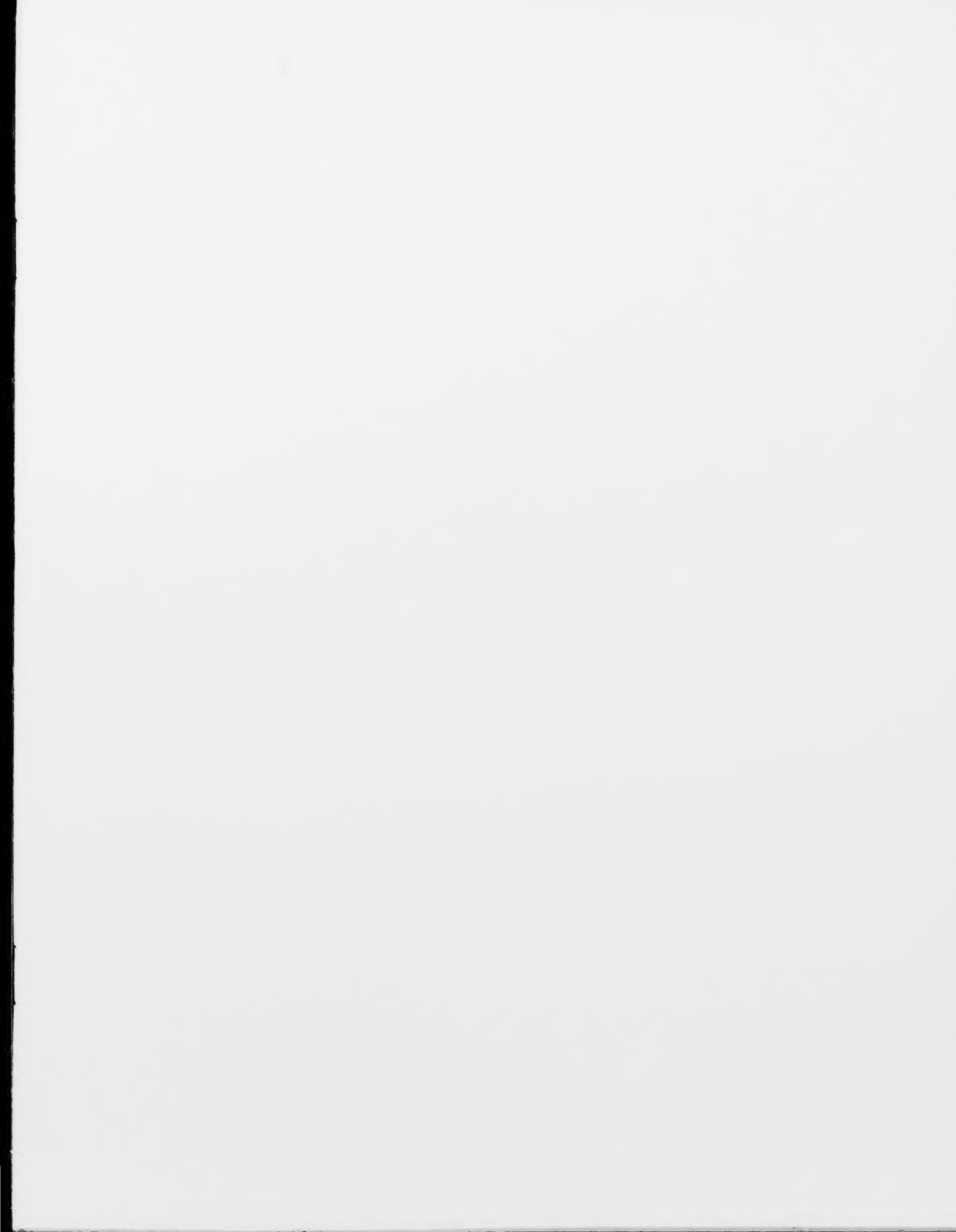
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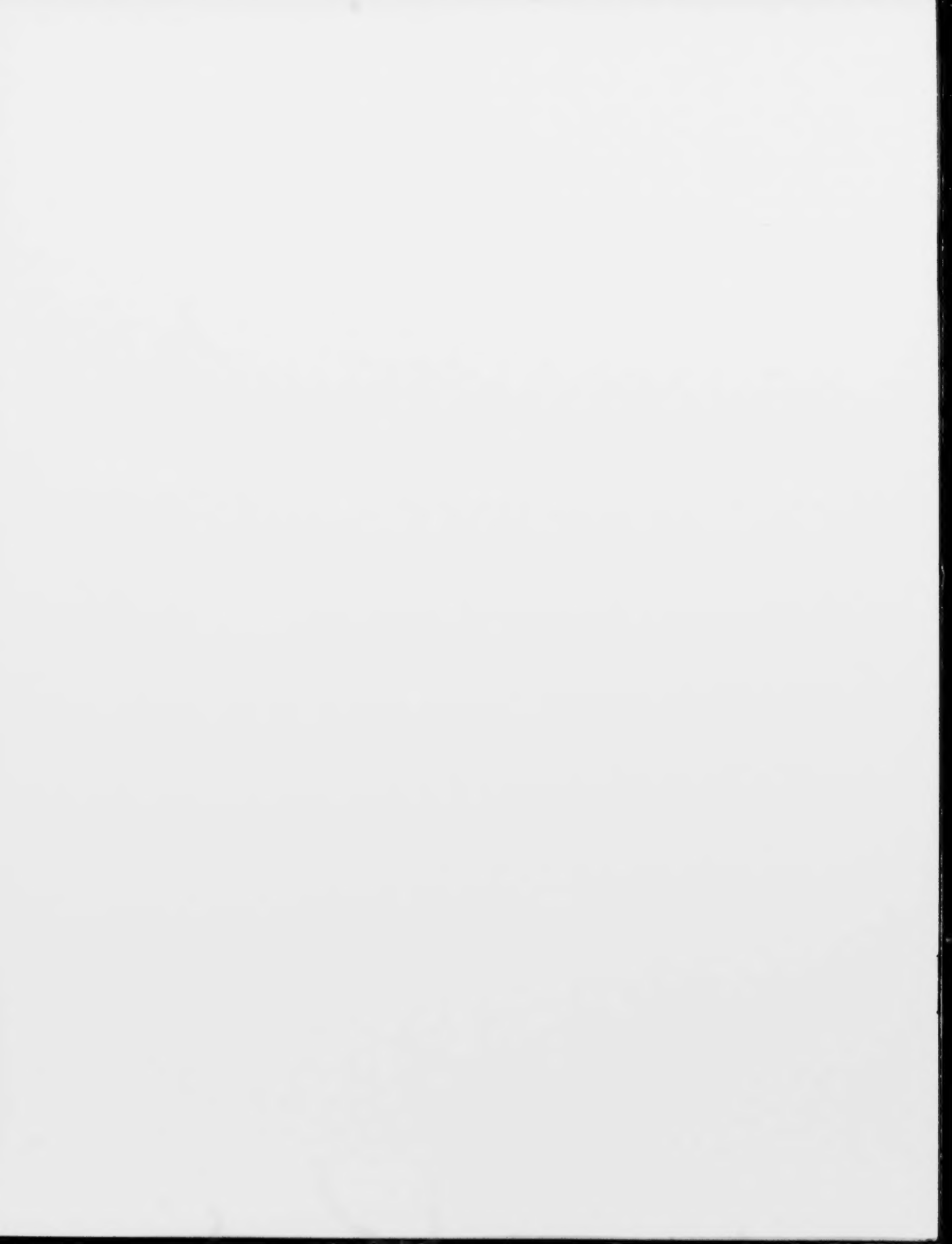
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